

Energy

The energy element OF Mashpee's Comprehensive Plan is based on the 1994 Barnstable County Energy Management Plan by Matthew Patrick, President of the Cape and Islands Self-Reliance Corporation and member of the Cape Cod Energy Task Force.

The energy element includes an inventory and analysis of the state of energy usage and costs, incentives and funding opportunities, addresses municipal energy efficiency, renewable energy sources, energy for transportation, improving energy efficiency in the private sector, upgrading energy efficiency of existing and future housing stock, maximizing solar gain through site design, administrative and leadership of these issues, and, finally, a discusses deregulation and its impact on the Town. It also recommends goals, objectives, policies and an action plan for the Town regarding energy issues.

Goals and Objectives

GOAL #1. TO MINIMIZE PER-CAPITA AND OVERALL ENERGY USE RELATED TO TRANSPORTATION, SPACE HEATING, LIGHTING, LAND USE AND OTHER LOCAL FACTORS.

GOAL #2. TO OPTIMIZE BENEFITS MADE POSSIBLE BY THE DEREGULATION OF ELECTRIC AND GAS UTILITIES.

Objectives

- A. To ensure that energy use impacts are considered and minimized in the planning and development of transportation facilities and services.
- B. To ensure that energy use for space heating, lighting and other purposes related to buildings and other land uses is minimized through proper design, construction practices, site planning, orientation of structures to take advantage of solar gain, maintenance of solar access for adjacent sites and other factors which may be regulated or influenced by the Town.
- C. To make municipal buildings, facilities and street lighting more energy efficient.
- D. To reduce non-renewable energy use by municipal vehicles.

Inventory and Analysis

In 1990 Cape Cod spent \$434 million in direct energy costs, consuming almost 37 trillion British Thermal Units (BTU). On a per capita level, this amounted to 198 million BTU. Though 11% lower than the statewide per capita figure of 223 million BTU, the Cape Cod customer pays \$472 more annually. There are no energy usage figures available for the Town of Mashpee.

Over \$189 million (44% of Cape energy use) were spent on residential energy use in 1990, using most of the energy for heat. Prior to 1975, energy efficiency was not addressed in the building code, and homes were not constructed to any energy standards. Approximately 2,370 homes in Mashpee were built before 1975.

Though funding is limited, the Cape and Island Self-Reliance's Community Energy Loan Program provides low-interest loans to Cape families to make energy improvements. The Town, working with the County, should encourage Cape Cod lenders to offer energy efficient mortgages.

While we struggle with budget shortfalls and tax increases, taxpayers' money is wasted to inefficiently heat, cool, light and operate our Mashpee municipal buildings and facilities. Mashpee does not have a line item in the budget for energy separated by end use. With this information the Town can determine if there are opportunities for saving and monitor progress.

Using local renewable energy sources would enable Cape Cod to reduce the outflow of energy expenditures. At this time Cape Cod is completely dependent upon fossil or nuclear generated electricity. Cape Cod generally has excellent wind resources with the Outer Cape having the highest average wind speeds in the country. The High School property and the Massachusetts Military Reservation offer potential sites for wind turbine facilities. The latter site has gone through a feasibility study and awaits approval from the base commanders. Encouraging local use of wind and solar energy will expand employment opportunities. The County's Energy Plan determined that a wind powered electric generation facility will require 5 times as many workers as a conventional electric power plant.

Transportation on Cape Cod accounts for \$140 million a year, or 32% of regional energy consumption. To reduce transportation usage of petroleum, the Town can encourage use of Compressed Natural Gas (CNG) for all new Town fleet vehicles.

Over 80,000 housing units on Cape Cod need energy related improvements to bring them up to code. Of these, more than 26,000 homes owned and rented by low and moderate income people on Cape Cod were built before state energy codes were in place. Some have added insulation, but many remain under the state energy code recommended levels. Several U.S. cities have passed Residential and Commercial Energy Conservation Ordinances. They require a minimum investment in certain energy conservation measures such as attic insulation, storm windows and water saving shower heads prior to the sale of a home. Homes brought up to code at time of sale qualify for the energy efficient mortgages, therefore lowering the operating costs of the home.

Layouts for developments rarely consider maximizing solar gain for the homes in the development. The following should be considered in the design of homes:

- vegetation as winter wind buffer and summer shade;
- location of building development on southern slopes;
- building and development orientation to the south; and
- protection of solar access of existing buildings from shadows cast by new structures.

Currently, there is no department in Mashpee to implement the recommendations of this Energy Plan. A volunteer committee, charged with supplying the impetus of implementing this plan, is needed to ensure that the savings potential possible through energy efficiency is achieved.

Massachusetts has been engaged in a process of deregulating the electric utility industry. With competitive energy supply, consumers have three choices: continuing with their existing utility, choosing a new energy supplier or being provided with a default service company. Individual residential consumers and individual small businesses, with no leverage in the market, will need to join together in order to achieve beneficial contract terms and savings.

Such terms and savings can be achieved by the Community Franchise method, where municipalities may voluntarily elect to act individually or enter into joint efforts to contract for electric services and supply. Mashpee has joined with thirteen other Cape Cod towns to form the Cape Cod Light Compact.

The Action Plan for this element describes the needed steps to achieve our goals and objectives and follow through on the items discussed in the Inventory and Analysis section. By learning more about our energy

consumption habits and the effects of such usage, we can take the needed steps to achieve higher energy efficiency and reduce our dependence on imported fossil fuels. By using local renewable energy sources, we will help not only our environment but the Cape's economy as well. It is a win-win situation waiting to happen.

Recommended Policies

1. To require that development and redevelopment be designed to promote the efficient use of energy, including orienting structures to take advantage of solar gain and to maintain solar access for adjacent sites. Site design should protect and optimize the potential for the use of solar energy.
2. To encourage energy saving transportation activities, including carpooling, mass transit programs, bicycling and walking.
3. To encourage the use of energy-efficient construction techniques and materials and to adopt and enforce energy conservation standards for development and redevelopment.
4. To encourage cost effective energy efficiency programs, encourage and stimulate investment in renewable energy resources and manage land uses to maximize energy efficiency.
5. To consider providing, with assistance from the County, incentives for the use of energy-conserving building improvements and renewable energy devices in all existing and new buildings, if cost effectiveness over the improvements' expected lifetime can be demonstrated.
6. To minimize energy use and maximize energy efficiency in the construction and operation of all Town buildings and facilities and attempt to make municipal buildings, facilities, and street lighting more energy efficient. A percentage of the net monetary saving from conservation at municipal buildings will be invested in further energy improvements.
7. To consider utilizing clean alternative fuels, like propane gas, Consolidated Natural Gas (CNG) and electricity, for all new fleet vehicles and shuttle buses.

Action Plan

Recommended Regulatory/Procedural Recommendations

1. **Create a Mashpee Energy Committee** - The Mashpee Selectman should formally appoint the volunteer Energy Committee. Priority for this action is **high** and should be completed within **Year One**.
2. **Work with the County to establish a Mashpee and/or County Energy Fund.** - Priority of this action is **high** and work should begin within **Year One**.
3. **Develop a Municipal Energy Assessment Program** - Municipal energy usage must be tracked in order to move towards energy efficiency. Currently there is no measure of exactly how much energy the town of Mashpee uses, yet it is important to know more about the energy consumed by our municipal buildings and schools if we are to devise meaningful conservation programs. We need to know how much energy these buildings consume by fuel type and by end use, as well as costs by fuel and end use. Fuel costs related to the operation and maintenance of town vehicles should also be determined. The proposed Energy Committee should be responsible for collecting the following information and updating it annually. Their report should be completed within a year of town meeting approval, as this information will form the basis for investing in energy programs in the future.

The first measure should be to establish a **line item budget for energy costs**.

The second step is to **analyze current energy usage, costs and billing procedures**:

- Identify the facilities, including street lighting, that the municipality manages.
- Identify the number of existing electric meters.
- Identify monthly kilowatt demand and total energy usage for each facility.
- Identify the number and the percentage of electric accounts, the number of natural gas accounts, and the number of other energy accounts (such as steam or oil).
- Identify the percentage of energy costs that are electric, natural gas, and other.
- Identify which accounts are estimated, which are metered, and which are unmetered.
- Compare energy costs to the regional average.
- Identify billing errors (such as incorrectly estimated bills).
- Identify how utility bills are monitored.

The third step is to **review rate structure and discount options**

- Identify the rates at which municipal energy services are billed.
- Identify discount rate structures or riders that the utility may offer (e.g., curtailment, interruptible, or time of use rates).
- Identify the municipality's top 10 cost centers.
- Determine if the municipality is eligible for any discounts on electricity or natural gas.
- Identify significant ratchet or power factor penalties.

A ratchet or power factor penalty may be imposed -- as part of the rate contract -- for exceeding a given demand level in any one month. The reason for such penalties is that it costs electric companies more to provide extra power at times when there is excess demand for electricity on the system, since they must turn on expensive peak power generators or purchase electricity from neighboring utilities at a premium. These costs are passed on to customers who do not stay within their typical demand levels, which are ranges of kW amounts that are called ratchets of demand.

A Kilowatt (kW) demand is the rate at which electricity is used during a defined period (usually metered over 15 minute intervals). Utility customers generally are billed on a monthly basis. Therefore, the kW demand for a given month would be the 15 minute period in which the most power is consumed. Customers may be charged a fee (demand charge) based on the peak amount of electricity used during the billing cycle. (Residential customers are generally not levied a demand charge.)

- Become familiar with the cost basis and book value of the utility's assets, and the utility's position with regard to stranded cost recovery. Stranded costs are utility assets (e.g., investments in power plants or transmission lines) that may not ever be fully paid for under competition. The magnitude of these costs, as well as who should pay for them, is subject to considerable debate.
- Identify the utility's transmission, distribution, generation, and ancillary costs. (Much of this information can be found in the utility's annual report).

The Mashpee Energy Committee should be responsible for finding the information. It should be updated yearly. Priority: **High**, Completion date **Year One**.

4. Prepare for deregulation and opportunities for lower rates - Now that the Town has joined the Cape Cod Light Compact, work with the 11 other Towns, to seek lower electric rates for consumers, businesses, and local government through the utility deregulation process. This entails developing the competitive municipal franchise model, which would allow municipalities or groups of municipalities to aggregate their power demand to achieve the lowest possible rates. Submit a resolution at town meeting floor and hold hearings to educate and hear comments from the citizens of the town. Such action should include working

with the County to ensure that energy efficiency, low income assistance and renewable energy programs are maintained in the contract with the distribution company. The priority for this action is **high** and should be **completed within Year One**.

5. Develop a Town-wide energy assessment - This item consists of a series of steps to begin a process to inventory energy usage at the Town level, which is lacking at this time. Such a process shall begin by **estimating Mashpee's total energy usage** among all sectors, residential, commercial, industrial, institutional and municipal by fuel type. BCEMP assumptions can be used to help derive answers. The Mashpee Energy Committee should be responsible for finding the information and it should be updated yearly. Priority: **Medium**, Completion Date from Town approval: **Year One**.

Estimate the potential economic impact of conserving energy in Mashpee. This should be accomplished by the Mashpee Energy Committee after the above data has been collected. This information will form the rationale for investing in energy efficiency programs outside the municipal sector. Priority: **Low**, Completion date from Town approval: **Year Two**.

Catalog the number of homes **with solar domestic hot water systems, sunspaces, passive solar houses and super insulated houses** in Mashpee. Determine the operating costs of these homes. Mashpee Energy Committee should complete this survey to assist it in its educational role. Priority: **Low**, Completion Date from town meeting approval: **Year Two**.

6. Follow through on updating Energy Efficiency Measures in the State Building Code - With a March 1, 1998 target date for the State Building Code to begin implementation of the Model Energy Code, follow through on making sure these requirements are adopted by the Building Department. The priority for this action is **medium** and should be completed within **Year One**.

7. Educate the DPW and other large fleet owners about the benefits of converting their fleets to compressed natural gas (CNG) or other alternative fuels - Ask them to do a comparison study between a gasoline powered vehicle and a similar natural gas powered vehicle that includes maintenance costs or life cycle costs. In addition, CNG companies located in the Boston area should be contacted in order to request a presentation about the use of CNG and benefits offered by converting to such fuel. The priority of this action is **medium** and should be accomplished within **Year Two**.

8. Catalog potential wind farm sites in Mashpee - Such action should be done by using the Massachusetts Division of Energy Resources criteria, described in the Inventory and Analysis section. This survey will help the Mashpee Energy Committee determine the potential for renewable energy in Mashpee. Priority: **Low**, Completion Date **Year Two**.

9. Work to provide local and state incentives for financially feasible renewable energy devices but eliminate loopholes that existed in past Federal and State legislation - Utility deregulation may facilitate this effort. The priority for this action is **medium** and should be completed within **Year Three**.

10. Develop methods to maximize solar gain - Such measures can be achieved creating bylaws that encourage consideration of solar orientation of buildings on development road layouts. The Town has the authority to do so under the State Zoning Act (MGL Chapter 40A), Section 9B. The priority for this action is **low** and should be completed within **Year Three**.

11. Develop methods to upgrade the energy efficiency of existing housing stock.

Several U.S. cities have passed residential and commercial energy conservation ordinances. They require a minimum investment, (typically \$400 on a hundred thousand dollar sale price) in certain energy

conservation measures such as attic insulation, storm windows, water saving shower heads, etc. prior to the sale of a home. The priority for this action is **low** and should be completed within **Year Four**.

12. The Town, working with the County Energy Committee, should follow state and federal developments and work with state banking authorities to find ways to make energy efficiency mortgages better utilized in the State and to affirm that no barriers from regulators affect the growth of this type of lending - Also to be examined are ways for first time home-buyers to meet any increased down payment requirements caused by energy efficiency improvements. Programs with deferred repayment provisions secured by a lien paid at sale of property should be considered as well. The priority for this action is **low** and should be completed in **Year Four**.

Health and Human Services

The Health and Human Services element of the Mashpee Comprehensive Plan was prepared to assist the Town in coordinating and enhancing its participation in community health and human services. The Plan reviews existing programs, estimates current and projected service needs and projects future needs for facilities, services and personnel.

The Mashpee Human Services Committee served as the Planning subcommittee for this element, while the working group consisted of the Town Planner, Assistant Planner, Leisure Services Director, Assistant Health Agent and Council on Aging Director. In addition the following individuals contributed valuable information about the services they provide: Sgt. William Ethier and Detective Doris Dottridge of the Mashpee Police Department; Kevin Chase, Gosnold; Marilyn Hughes and Cathy Auedette, Cape Cod Child Development; and Patricia A. Pap, Legal Services for Cape Cod and the Islands, Inc.

Goals and Objectives

GOAL #1. TO PROTECT AND IMPROVE THE PHYSICAL, MENTAL AND EMOTIONAL HEALTH OF ALL MASHPEE RESIDENTS.

GOAL #2. ACCESS FOR ALL TOWN RESIDENTS TO A FULL CONTINUUM OF HEALTH AND HUMAN SERVICES, INCLUDING SOCIAL AND LEISURE SERVICES.

GOAL #3. COLLABORATION AND COOPERATION BETWEEN THE PUBLIC, NON-PROFIT AND PRIVATE SECTORS IN MASHPEE TO DEVELOP A COMMON UNDERSTANDING OF HEALTH AND HUMAN SERVICE NEEDS, PRIORITIES AND APPROPRIATE RESOURCE ALLOCATION.

Objectives

- A. Preparation of a comprehensive directory of existing human services for distribution to the public covering health & medical services, supportive services, emergency services, educational services and leisure time services.
- B. To organize and coordinate the activities of human service providers in order to reduce fragmentation and duplication of efforts and to do so in a manner that respects the identity and autonomy of individual agencies to the greatest degree possible.
- C. To secure space within the Town of Mashpee for existing health and human services.
- D. To secure transportation for Mashpee residents to and from the health and human service providers.
- E. To establish and fund a Human Services Director position.
- F. To maintain and support a Mashpee Human Services Committee. The purposes of the Committee, working with the Human Services Director, will be to:
 - Ensure that there is a comprehensive range of health and human services provided to the residents of Mashpee in an efficient, coordinated and cost-effective manner.
 - Develop broad human services plans, goals and recommendations.
 - Advocate in support of the human services community.
 - Facilitate cooperative ventures between organizations providing human services.
 - Provide a forum for discussing important human services issues.
 - Provide information and technical assistance for identifying and applying for grants and other types of financial support.
 - Increase communication and networking between human service providers.
 - Provide an opportunity for concerns to be heard at Selectmen meetings.

- Network regionally with human service providers
- G. To increase community awareness of health and human service issues and services.
- H. To develop and implement a continuing program of assessment and evaluation of human services in Mashpee.
- I. To develop incentives to attract and retain human services professionals to Mashpee.
- J. To facilitate the use of volunteers, thus providing opportunities for community involvement, individual self-actualization, and additions to the human service work force.

Inventory and Analysis

The element reviews existing programs, estimates current and projected needs and projects future needs for facilities, services and personnel. These needs were determined from the results of a survey of Mashpee residents conducted by the Barnstable County Department of Health & Human Services.

In 1995, the Department released a report entitled *The Human Condition*. This report contains results from the aforementioned survey on Town residents. There were three parts to this survey: identified household-level issues, identified Town issues and conditions within Mashpee households. Anxiety, stress and depression and difficulty with budget were Mashpee's top two household level issues, while at the Town level alcoholism and drug abuse were most important.

Mashpee residents were asked twenty questions about conditions within their own household. Some of the more significant findings include: 33% often have financial difficulties, 8% have no members in their household covered by health insurance, 37% have someone in their household who smokes, and 16% are neither employed nor self-employed.

The Town is currently providing funding to 11 Health and Human Service agencies. For fiscal year 1997 this amount was \$75,635. Approximately 5,300 people use these services in some manner. The largest provider is the Visiting Nurses Association (VNA), which gets about 45% of the total funds. Some of the services VNA provides include maternal and child health visits, flu clinics and blood pressure clinics, among others.

Cape Cod Health Services, the 2nd most funded agency, provides a number of counseling services, particularly related to substance abuse. Nauset Inc. offers assistance to Mashpee residents with physical and mental disabilities. Legal Services for Cape Cod and the Islands, Inc. (LSCCI) provides legal representation to low income and elderly residents. Their programs include the Battered Women's Legal Assistance Project and the Elder Law Project.

Twenty-seven children were enrolled in the Cape Cod Child Development Program's Head Start program. Independence House offers a number of related services to victims of domestic violence, including a prevention program. Two other agencies that offer assistance for substance abuse, in addition to Cape Cod Health Services, are the Gosnold Counseling Center and the Cape Cod Council on Alcoholism. The remaining 3 agencies are the Alliance for Mentally Ill, Big Brother / Big Sisters and Sight Loss Services. These agencies offer, respectively, assistance and education regarding mental health matters, adult / child companionship programs and vision assistance services.

In addition to funding these services, the Town offers some services directly. Illiteracy is addressed in an Adult Basic Education program offered via Leisure Services. Leisure Services also sponsors a Youth Center at the Mashpee High School to provide positive alternatives for teens to deter them from substance abuse.

The number one issue to Town residents is alcoholism & drug abuse. The Cape & Islands Partnership to Reduce Substance Abuse produced a 1996 Community Prevention Needs Assessment. A number of indicators were looked at and each was compared from the late 80s to early 90s. Mashpee has a higher rate of liquor licenses than the state, though a bit lower than the Cape. Our arrest rate for driving under the influence of liquor is over twice that of the rest of the Cape and almost three times that of the state. The controlled substance rate in Mashpee is lower than that of Cape or state, though ours has risen.

Besides the previously discussed programs, the Town runs a number of education and activity-oriented programs targeted at reducing substance abuse. The Police Department runs DARE each school year, and received a grant to start up a Cops and Kids program. Mashpee Leisure Services works with MACPAC (Mashpee Action Committee to Provide Alternatives to Change), which recently held a weekend outing at the 4-H camp in Brewster. Narcotic and Alcoholic Anonymous meetings are held at the Senior Center and Christ the King Church. Smoking cessation and elder outreach alcohol programs are held the Senior Center.

Household anxiety has been found to be directly linked to a lack of money and / or to unemployment across the Cape. Persons of working age simply cannot find enough well paying jobs to allow them to support themselves and their families at anything more than a basic subsistence level. Labor force and unemployment statistics reveal Mashpee's unemployment rate is half as high in summer as in winter, even though the labor market increases by 1000 workers. The unemployment rate differs within the town: north Mashpee and southwest Mashpee at around 10%, while other areas have minimal levels.

Lack of health insurance is another key issue. A recent study revealed that two occupations were found to have high rates of uninsured workers: Food and Beverage Services and Maintenance / Repair / Construction. Mashpee has 1/3 of its labor force in these fields.

Of concern at the town level is the issue of poverty. An analysis of poverty statistics revealed that there are two segments of the population that face a high incidence of poverty: single-females with children and persons over 65. The situation is acute for those single females with children under 5; 100% of the 60 such households live in poverty conditions. To move these females out of poverty there need to be jobs and associated educational / job training opportunities for these women.

The probation office of the Falmouth Trial Court indicates that the greatest number of cases they are seeing relate to domestic violence. Independence House statistics report over 700 Mashpee resident calls last year for assistance. Our sexual assault rate is the highest in the County. In addition, the reported numbers are never the same as actual incidents, particularly for those women victimized by an intimate.

To combat this problem a number of actions have been taken. The Police Department, through a grant, has hired a Domestic Violence Coordinator. This Coordinator will be initiating and maintaining contact with domestic violence victims, assisting these victims and tracking their cases. The Wampanoag Tribal Council has also received a grant and will be working internally to address this issue in a manner that benefits and preserves both the family and the tribe as a whole. The Tribal Council is now providing a newsletter, weekly educational meetings and a private hot-line to address the domestic violence issue. In addition, an Upper Cape Domestic Violence Roundtable has been formed so this issue can be addressed at a regional level.

A number of barriers exist, both real and perceived, to Mashpee residents being able to utilize existing health and human services. The #1 reason identified by the County survey is lack of information on these available services. A first step to reduce this barrier would be to distribute a human services directory to every Mashpee household.

The quality of life here in Mashpee can not be defined only by the physical environment. Our social environment is just as important in creating a just and sustainable community. The increasing gap between the haves and have-nots will not bode well for the long term. By taking the actions outlined in this plan, we can create a Mashpee where positive opportunities can be made available to every resident in a world where, it seems sometimes, negative forces are lurking around every corner.

Recommended Policies

The following policies have been established in an effort to guide Town agencies, residents, and businesses in achieving the Town's Health and Human Services Goals and Objectives:

1. To use all appropriate means to identify, monitor and prioritize the Town's most critical unmet health and human service needs.
2. To promote the efficient, coordinated and cost-effective provision of a comprehensive range of health and human services to the residents of Mashpee through collaboration with other public, non-profit and private organizations.
3. To support and participate in county-wide planning and delivery of health and human services, whenever appropriate, for the welfare of Mashpee's residents.
4. To assist local agencies in identifying and pursuing all possible sources of funding for health and human services programs.
5. To support and provide a central position within Town government dedicated to the coordination of all Health and Human Service efforts.
6. To support the provision of affordable quality child care and day care for seniors by all available means.
7. To promote public education regarding the availability of health and human services to town residents.
8. To support the inclusion of health, parenting and human services topics in the school system curriculum.
9. To encourage the use of volunteers to assist in the provision of human services in the town.
10. To support the provision of substance abuse prevention programs to all age groups.
11. To support the provision of transportation services which provide affordable access to health and human service facilities and programs.
12. To assist in efforts to provide locations for Health and Human Service agencies and organizations within the Town of Mashpee.
13. To exclude alcohol consumption from Town facilities and Town-sponsored events.
14. To encourage mutual respect among the town's various ethnic, racial and cultural groups and pride in our community's diversity through Town-sponsored or supported cultural programs, events and other activities and through school curricula and programs.
15. To support the provision of direct pediatric and other services for parents, affordable family counseling and other support services for families.
16. To maximize the utilization of school facilities and programs for the provision of health, social, leisure and human services to all age groups.
17. To support educational programs and services targeted at reducing the incidence of domestic abuse in Mashpee and providing support to victims of abuse.
18. To provide a full range of services and activities to Mashpee's senior citizens, primarily through the Council on Aging.
19. To support and encourage youth organizations related to sports and other activities designed to provide positive and creative growth experiences.
20. To support education programs on issues pertaining to reducing instances of smoking.
21. To provide for a smoke-free environment in public buildings.
22. To hire local residents for human services contracts whenever possible in order to make services more readily available and to reduce travel costs and time for out of town and off Cape practitioners.

23. To make additional professional training, both in Mashpee and on Cape Cod, more accessible to those involved in human services.

Action Plan

- 1. To provide the needed coordination between the various players in the Health and Human Services arena (public, private and non-profit).**

Responsible Party: Human Services Committee

Importance: High

Schedule Range: Short

First Milestone: Provide funding and office space for a Human Services Director.

- 2. To promote the availability of health and human services to town residents as one method to reduce barriers to service.**

Responsible Parties: Human Services Committee, Board of Health, Council on Aging, Leisure Services

Importance: High

Schedule Range: Short

First Milestone: Make a Health and Human Services Directory available to Town residents.

- 3. Provide space within Mashpee for Health and Human Service providers as a second method in reducing barriers to service.**

Responsible Party(ies): Human Services Committee, Health and Human Service Providers, Mashpee Planning Department, Council on Aging

Importance: High

Schedule Range: Short

First Milestone: Start contacting property owners of identified vacant office space.

- 4. Support the provision of transportation services which provide affordable access to health and human service facilities and programs as a third method to reduce barriers to these services.**

Responsible Parties: Human Services Committee, Cape Cod Regional Transit Authority, Planning Department, Council on Aging

Importance: Medium

Schedule Range: Long

First Milestone: Begin implementation of Transit recommendations identified in the *Transportation* element of the Comprehensive Plan.

- 5. Provide a process to ensure that the Town is getting the needed Health and Human Services for its citizens**

Responsible Parties: Human Services Committee, Council on Aging

Importance: Medium

Schedule Range: Annual

First Milestone: Conduct a review of funding levels to various human service providers. This review should be based on the goals and objectives set by the Human Services Committee (and Town), which should look at what services the Town is currently getting and where the unmet needs are, so more money can be programmed into (or redirected from existing services) meeting these needs.

Second Milestone: With the realization of budget limitations, the Town should apply for Health and Human Services-related grants utilizing the assistance of the Community Development Administrator (and/or the Human Services Director, if funding is provided for this position).

- 6. Support the provision of substance abuse prevention programs to all age groups.**

Responsible Parties: Human Services Committee, Mashpee Police Department, Leisure Services, Appropriate Health and Human Service Agencies, Council on Aging

Importance: High

Schedule Range: Short to Long

First Milestone: Expand DARE to High School.

Second Milestone: Coordinate Substance Abuse programs between the Police and Leisure Services Departments.

7. Support and encourage youth organizations related to sports and other activities designed to provide positive and creative growth experiences.

Responsible Party: Leisure Services

Importance: High

Schedule Range: Medium

First Milestone: Re-start a Town Youth Commission, working with the Youth Center, and get more representation and direct participation from the Town's youth.

8. Provide both direct support to abuse victims and educational support to the general Town population in order to reduce incidences of domestic violence.

Responsible Parties: Mashpee Police Department, Independence House, Upper Cape Domestic Violence Roundtable

Importance: High

Schedule Range: Medium

First Milestone: Make the part-time Domestic Violence Coordinator position a full-time one that services each town.

9. Continue to support and expand, where possible, continuing education programs, particularly those aimed for job training Mashpee residents

Responsible Party: Mashpee Leisure Services

Importance: Medium

Schedule Range: Medium

First Milestone: Get funding for child care and transportation services for the Town's ACCCESS programs, which will enable more residents to attend these programs.

10. Support local efforts to reduce poverty incidences within the Town.

Responsible Parties: Mashpee Human Services Committee, Economic Development Committee

Importance: High

Schedule Range: Long

First Milestone: Coordinate with the Economic Development Committee to ensure the Action Plan items in the *Economic Development* element related to providing local year round jobs and training programs are implemented.

11. Support all efforts to increase child care availability to Mashpee parents.

Responsible Parties: Mashpee Human Services Committee, Mashpee Leisure Services, Mashpee Board of Health, Cape Cod Child Development Program, Inc.

Importance: High

Schedule Range: Short to Long

First Milestone: Apply for Funds from Community Partnership to provide child care vouchers to working Mashpee families

Second Milestone: Increase the capacity of Mashpee's Head Start program to allow more single females with young children to enter the workplace.